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ABSTRACT

These proceedings contain the three presentations and reports of four workshops of a conference addressing the issue of the jobs-skills mismatch problem in the Stamford Area (Connecticut). In his keynote address, Balancing People with Jobs: The Task Before Us, Fred T. Allen uses his own company, Pitney Bowes, as an illustration of the current job/skills imbalance. He outlines problems and offers suggestions for solutions. The presentation, The Stamford Labor Market Area--Its People, Labor Force, and Jobs, is a slide show presented by Hyung C. Chung. The twenty slides (figures and tables) are reproduced along with the narrative. Causes and affected segments of the labor force in the mismatch problem are several topics discussed. The topic, Toward an Action Plan, is approached through (1) a presentation entitled Jobs-Skills Mismatch Problems in the Southwestern Connecticut (Job Skills Mismatch Problems, Goals, and Proposals); (2) a proposal explicating goals and alternative methods; and (3) four workshop reports addressing questions about the important problems, the most workable solutions/actions, and specifications to address the most critical needs. Participant answers to the question, "What is your priority recommendation for followup action?" are summarized as conclusions. (YLB)

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MATCHING PEOPLE AND JOBS IN SOUTHWESTERN CONNECTICUT

TOWARD AN ACTION PLAN

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Proceedings of a Conference held on August 3, 1979

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URBAN MANAGEMENT INSTITUTE

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UNIVERSITY OF BRIDGEPORT

SOUTHWESTERN AREA COMMERCE AND INDUSTRY ASSOCIATION

STAMFORD SCHOOLS

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Edited by H. C. Chung

August, 1979

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Acknowledgements

The Urban Management Institute gratefully acknowledges the participation and cooperation of all those whose names appear at the end of this report. Aspecial thanks, however, goes to Gordon Goodlett of SACIA for his contributions to the project.

INTRODUCTION

This report contains the full text of the proceedings of the Conference on **Matching People and Jobs in Southwestern Connecticut** held on August 3, 1979. The entire program appears on the next page.

The Conference was a culmination of more than a year's hard work by a number of individuals who volunteered their time and effort on a pressing issue of the Stamford Area. In the Fall of 1977, SACIA requested that the University of Bridgeport assist them in the undertaking of the project of addressing the issue of the jobs-skills mismatch problem in the Stamford Area. The problem was identified by the Stamford Economic Base Study which was sponsored by SACIA earlier and conducted by the Booz, Allen and Hamilton, Inc. In the meantime, Stamford Schools and the Division of the Continuing Education of the University of Bridgeport got together to develop programs to improve career pathways for entry-level job holders and especially female reentrants to the job market. Combining forces, the University of Bridgeport was successful in obtaining a Title I community service program grant from the Connecticut Board of Higher Education.

In the Spring of 1979, three task forces were formed (names of the task forces appear at the end of this report) and key persons led each task force to undertake a number of projects. Some of the findings in this report were thus the result of a joint effort of these groups.

Although this final report does not contain all the details of studies which various task forces undertook, a limited quantity of reports are available from the University of Bridgeport.

Purpose of the Conference

- To bring about a better understanding between business and non-business manpower professionals.
- To identify problems and approaches felt to be most common and most readily solved through cooperative efforts.
- To achieve a consensus among the participants on the actions holding the most potential for overcoming the shortage of skills.

Statement of the Problem

Although the aggregate unemployment rate for the Southwestern Connecticut Labor Market is low, unemployment for particular segments of the labor force are high. At the same time many types of jobs go unfilled because there are not enough people with the right skills.

One of the major causes of the problem is the changing labor market structure caused by the in-movement of office and service jobs and the loss of manufacturing jobs. The mismatch problem is essentially one of a lack of skills and not a lack of jobs.

Although there are many well equipped and staffed organizations working on training and finding the right people for the right jobs, the individual efforts of each are not enough to thoroughly address the problem. A more comprehensive approach is needed. A more productive form of cooperation must be developed among business, labor, governmental and non-profit groups and institutions.

Over a year and a half ago the University of Bridgeport, the Southwestern Area Commerce and Industry Association and the Stamford School System joined together under the auspices of a Community Service Grant from the State Board of Higher Education to analyze the problem and develop an action plan. This conference is the culmination of that joint effort.

THE PROGRAM

9:00 a.m. — Registration

9:30 a.m. — Welcome and Introductions

9:35 a.m. — The Mismatch Problem In Southwestern Connecticut
Nature of the Problem — Dr. Hyung C. Chung, Director, Urban Management Institute, University of Bridgeport
What Can Be Done? — Dr. Charles J. Stokes, Dana Professor of Economics, University of Bridgeport

10:10 a.m. — Action Plan Workshops
Participants will be pre-selected to balance representativeness and organized into maximum groups of 25 in a dialogue structured to cover the main issues and arrive at conclusions.

12:00 noon — Cocktails

12:30 p.m. — Lunch

1:10 p.m. — Keynote Address: Fred T. Allen, Chairman of the Board and President — Pitney Bowes, Inc.
"Balancing People With Jobs — The Task Before Us"

1:30 p.m. — Summaries of Workshop Discussions — By Discussion Leaders

2:00 p.m. — Adjournment

Cost: $8.50 per person

JOHN MITOVICH

BALANCING PEOPLE WITH JOBS: THE TASK BEFORE US

Remarks by

Fred T. Allen

Chairman of the Board and President

Pitney Bowes

Before the Jobs-Skills Conference

Stamford, Connecticut

August 3, 1979

I doubt there is anyone in this room more acutely and uncomfortably aware than I am of the gap between jobs and available skills in Southwestern Connecticut. The problem of manning Pitney Bowes with competent people has been a major concern for most of my business life, and I'm grateful to SACIA, the University of Bridgeport, and the Stamford school system for making manpower the subject of this conference.

Until I undertook the resarch for this talk, I thought the problem was easily defined and would lend itself to difficult but workable solutions. Now I am not nearly so sure that this is only a single problem, or that there are any easily structured solutions.

My company, Pitney Bowes, stands at the brink of new growth built upon expanding markets and accelerating demand not only for its traditional business systems products, but for a generation of brand new products which will provide our thrust into the future. We are reorganizing and gearing for an upsurge in manufacturing activity at the very time when the supply of skilled and semi-skilled manufacturing personnel in this area stands at an all-time low—and with little concrete prospect for improvement, at this point.

This year alone, we are struggling to fill jobs which represent an 1% rise in our manufacturing workforce, which makes up 49 percent of our Stamford personnel. The recession waiting in the wings will not scale down these needs, because we count on the availability of new, electronic products and on new marketing efforts to stimulate sales and offset a downtrending economy.

I mention our dilemma not because I believe it is any greater than other manufacturers, but merely because it illustrates, on a fairly impressive scale, just what the current job/skills imbalance represents to other area companies and thus to the future well-being of the area. In an area already beset by high prices, housing shortages, soaring land values, and lack of space, in-

ability to hire qualified people makes it difficult to mintain the strength of manufacturing activty in Southwestern Connecticut.

Pitney Bowes has firmly committed itself to the Southwestern Connecticut area, I might add. Evidence of this is our new $12 million automated warehouse, adjacent to our main plant in the South End and scheduled for completion this fall. We have our roots in this community, and, after 60 years, we have many second and third-generation employees from the Stamford community. Besides our South End Facilities, we are currently occupying two office buildings on Summer Street, and have other facilities in Norwalk, New Canaan and Darien.

The Stamford Economic Base Study completed in 1975 revealed that the proportion of the Stamford labor force employed in manufacturing had declined from 39.6 percent of total employment in 1950 to 30.8 percent in 1970. The service sector grew by 99 percent during the same period to become the second most important sector, at 27.9 percent. Retail trade employment was the third largest sector in 1970 with 15.6 percent. The study also showed that Stamford's labor force was still strongly oriented to Connecticut. Contrary to what many people believe, Stamford is not primarily a commuter town feeding off New York. Only 12.3 percent of Stamford's resident labor force in 1970 worked outside Fairfield County, while in the surrounding towns of Darien, New Canaan and Greenwich, 32.5 percent of the resident labor force were commuters. At the same time, 18,300 people commuted into the four-town area--the majority, obviously, to Stamford. The trend toward commuting into Stamford applies to manufacturing employees as well as to others. There were 15,000 manufacturing employees living in Stamford in 1970, but more than 21,000 actually worked here in manufacturing jobs. A total of more than 6,000 were already commuting into Stamford, clearly because of housing scarcities and costs in the city.

With the influx of corporate headquarters compounding current housing costs and scarcities, the need for commuting-in continues to grow — and to make this area less and less attractive as a place for manufacturing employees to live or work.

Industry has its housing problems too, and lack of space to build and expand in Stamford, plus escalating costs, are important reasons why companies leave. More than 50 manufacturers left this rea for other Connecticut locations between 1973 and 1978.

The Economic Base Study showed a substantial increase in the non-white population of Stamford between 1960 and 1970, continuing a trend set in the 50's. The city's non-white population increased by 92.6 percent between 1950 and 1960 to 8.3 percent of the total population. In 1970's census, the non-white population stood at 14,140 persons, or 13¼ of the total. In addition, there were more than 4,000 residents of Spanish heritage. Altogether, they represent a new and promising resource in the labor market, although a number of them need training.

I am not, of course, concerned only with the economics of the mitmatch problem. As I said before, we have our roots in this area. We care

deeply about it, and about the people in it, as we have demonstrated many times. The future of Pitney Bowes is entwined with that of Stamford and Fairfield County. We are strongly aware of our responsibility to serve the needs of the area and its people in every way we can.

The analysis and proposals made today come from specialists who are very sensitive to the needs of the community and its people. You are far more competent than I am to find long-range solutions to the imbalance in jobs and skills. What contribution I make, if any, can only rise out of our own experiences at Pitney Bowes — including the experiences of our employment staff who grapple with the skills scarcity every day. Those have been long days, I might add. Many of our managers and recruiters work ten hours or more on a regular basis looking for the one person in every eight applicants who has the qualifications to succeed.

Just what problems do our recruiters encounter? Here's the list:

—Applicants for jobs in manufacturing generally have poor work records. They are job hoppers, with large gaps in time between jobs, and questionable reasons for leaving jobs.

—Most applicants for semi-skilled jobs have no related experience or related training. Many can't even handle the basics of a job search, such as filling out an application or answering interview questions.

—Applicants lack direction. They don't know what they can do or want to do, or even what jobs are available.

—Immigrants looking for work lack basic English language skills, cannot answer questions or communicate with a supervisor. Their job experiences are often unrelated to manufacturing, particularly where rated work is concerned.

—On the clerical side, recruiters find CETA graduates have weak skills and can't meet basic standards. Referrals from the State Employment Service have poor work histories and little interest in employment.

—Recent high school graduates are unwilling to start in entry level positions or to take jobs as machine operators. They look instead for openings in apprenticeship, which are very limited. Those looking for clerical jobs usually have inadequate skills.

—There is a scarcity of skilled workers and technicians, with many companies competing for the same few candidates.

—Turnover is high among newly hired workers. Often they cannot work against incentives, or are frequently late and absent.

—Among basically qualified people, there is the problem of unrealistic expectations — possibly a legacy from the 60's. The damaging philosophies of the youth culture have left many young people still adrift and undeveloped. In addition, technical jobs go unsought because of social pressures to attend a four-year college, despite the fact that this mark of prestige cannot always guarntee an equally prestigious job.

—Career counseling has trouble keeping up with the speed of today's technology and the many fields of specialization available to the bewildered jobseeker. Vocation technical schools and colleges remain an afterthought in the background, failing to sell the excellent opportunities they offer. Nor do we in industry make a clear case for technical jobs, which in actual fact are a frequent spring-

board to management positions.

I believe that the problem of the untrained, unmotivated, marginal jobseeker, however, is the most serious and basic problem before this conference. The cast majority of those moving from job to job in today's general employment pool are, in our viewpoint, currently unemployable. No matter what the job — entry level, engineer or president — there are certain fundamental criteria which must be met. Any successful worker has to understand what the standards are for the job and work to meet them. He can't take a job measuring something if he doesn't know how to use a ruler. He must have some degree of motivation to succeed; some curiosity and interest in what he is doing. When these are all missing, he represents a major social as well as economic failure. He is grim evidence of the human damage suffered by the poor outside the main stream of middle-class living — or existing in what has been called the vicious circle of poverty.

The best heads in the nation and in the world wrestle with this problem and have yet to solve it. But among the people who seem hopelessly alien to productive work, there are those who can be saved, and are being saved. More could be done if these people could be reached earlier; if greater effort were made to educate them, not just push them through grade school; if they could learn to do the class work which goes with learning skilled jobs; if they could learn how to handle just the process of getting a job.

Regarding our local problems, I believe we need a definitive study of the nature of the unemployed person in the Stamford area, and of the nature of local employment itself. Until we have a fully dimensioned portrait of these things, we will not really know what we must cope with.

We in industry should substantially improve the scope and depth of our vestibule and on-the-job training; provide better job counseling; improve our career-path planning and opportunities; create more apprentice positions to meet future needs. We should find a way to set up permanent communication channels through which we can reach and talk to educators, students, everyone concerned with people and jobs. We should work with them to give the right direction to career planning efforts — to emphasize the true value of technical training, to advertise what we have to offer. We should involve ourselves closely, on a continuing basis, with the vocational/technical schools. Through these schools, we should encourage skills training for the semi-skilled, something which i not provided now. We should lend our advertising know-how to the job of promoting the metal trades in Connecticut, and of promoting the importance of education to all jobseekers.

I believe stronger Affirmative Action commitments are needed in industry, and more training and education should be provided of a type to help carry women and minorities up through the ranks to better jobs than most hold now. This means hiring training and development specialists and setting up mechanisms to identify minorities and women wth the potential to move up.

We should look at ways to adapt jobs to people. We should consider and experiment with alternate work patterns, sharing of job duties, flexible work hours, and part-time work. All these things can make it possible to utilize people who are unable to conform to the set, normal employment structure.

Together, we need to provide employment and training information to the small industry struggling to staff itself adequately without the resources of Pitney Bowes. This could help keep industry from leaving our area, and also uncover and develop new job opportunities.

We might look into the possibility of adapting underutilized school facilities as skills development centers, and we could encourage greater partcipation in CETA's Private Industry Council.

Reaching farther out, we need to provide better public transportation to aid commuters and make the labor market larger and more fluid. We must find a way to create the kind of housing that all employees can afford.

And I think we must get our needs known outside the state. Throughout our history, people have gone where opportunity is. If we can truly make room in our community and meet the needs of those who will come, I believe the jobseekers will find us as well.

Making room and meeting needs is something we must do in any event, if we are to continue to enjoy the expansion and dynamic change we ow have. Housing and transportation are basic to everyone, and thus are basic to a healthy economy — no matter how much it may change.

Finally and most important of all — to accomplish these things and so many others, we need a true coordination of public and private efforts at all levels. Most of all, we need to coordinaate the excellent but frgmented efforts going on in the schools today, in CETA, the State Employment Service, and in industry. We need a system of coordinated accountabilities and agreed-upon goals, designed not to chip away at the problem, but to solve it to whatever extent is humanly possible. I believe we need a central permanent task force, capable of doing the research and planning we need and spearheading the implementation of programs. I would like to see such a permanent organization formed now, with a representative from the Stamford Economic Assistance Corp. as well as from CETA, the State Labor Department, schools, and industry. To get started, I would like to see SACIA take the leadership in forming this group. The first job of this task force would be to evaluate the proposals made today.

We no doubt must face the fact that Stamford is changing and that our city is in the midst of a shift toward a non-production economy. All things change, and we are fortunate the change is bringing with it new growth and prosperity for the area. Stamford and Southwest Connecticut are on the threshold of an unequalled opportunity for social and economic advancement. I believe there is room and promise here for those of us in industry, and room and promise for the people who should be finding jobs with us.

If we can work together as a determined and single-minded team, I have no doubt that promise will be fulfilled.

THE STAMFORD LABOR MARKET AREA

Its People, Labor Force and Jobs

— A SLIDE SHOW —

By

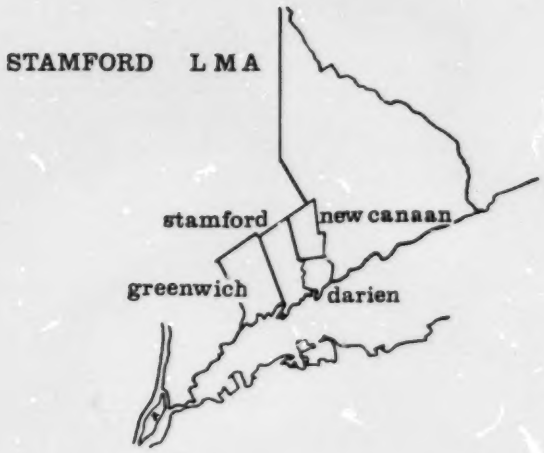
Hyung C. Chung

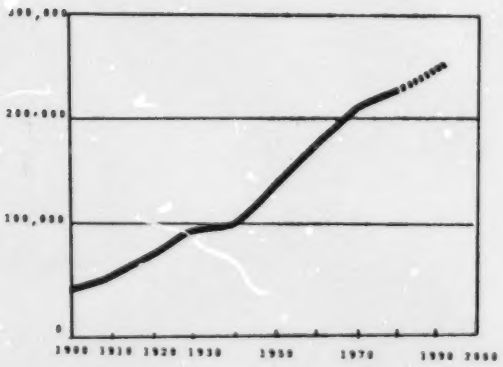
Professor of Economics

and

Director, Div. of Public Administration

University of Bridgeport





POPULATION GROWTH

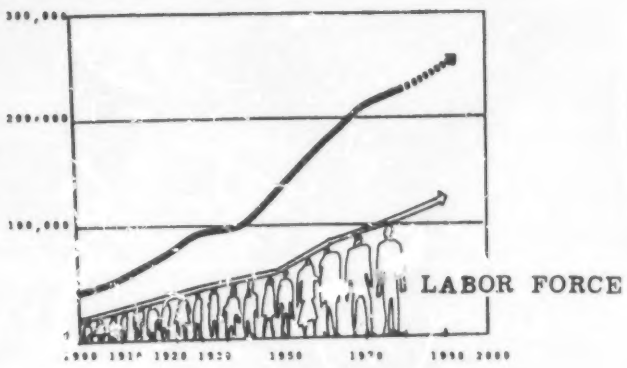
1. Stamford Labor Market Area consists of four municipalities in Connecticut: Darien, Greenwich, New Canaan, and Stamford.

It is situated within the commuting distance of the hub of the New York Metropolitan Area, Manhattan.

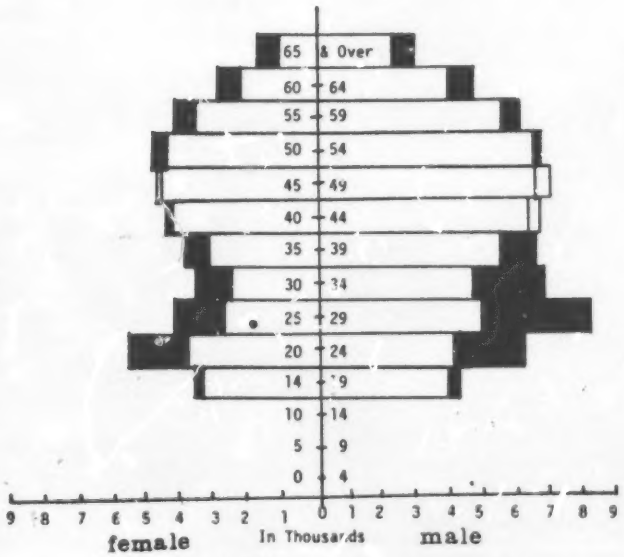
2. Stamford's LMA's 1980 population is estimated at 230,000. It has grown considerably since 1940 when the population size of the area was 100,000. It is likely to reach one quarter million mark in 1990.

During the early 21st Century, the Stamford Area may achieve the distinction of the largest metropolitan area in the State of Connecticut.

As we all know, the rapid growth of the Stamford Area has been the result of suburbinization since WW II, and the corporate movements into the area in recent years.



POPULATION GROWTH



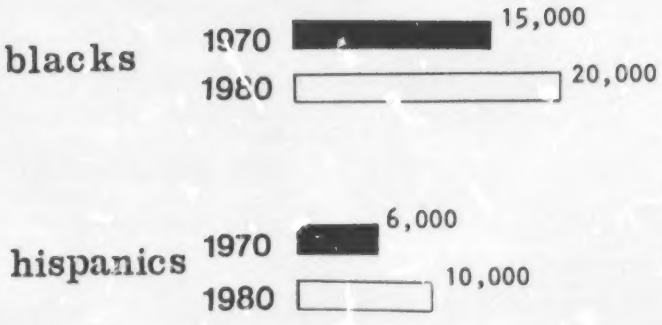
LABOR FORCE 1970 1980

Percent Change in Labor Force Stamford Area, 1970-80	
16 - 19 yrs old	4%
20 - 39	45%
40 - 49	-8%
50 - 64	18%
65 and Over	30%

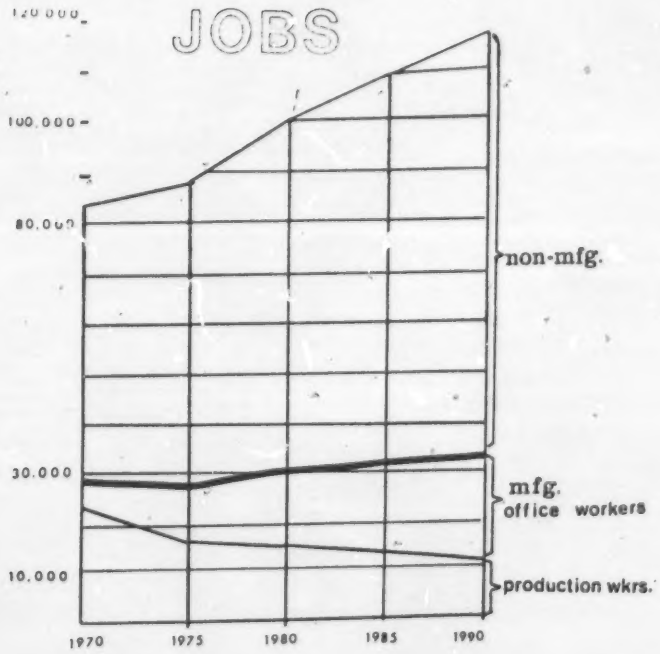
3. The Labor force constitutes roughly 50 percent of the total population, and as the population size increased, so did the labor force in the area. Today, slightly over 100,000 of the labor force live in the Stamford Area.

4. Not only the number of labor force incerased, but more significantly, the age composition of the labor force changed during the last decade. As we can see in the labor force "pyramid" shown on the left, there has been a drastic expansion (45% increment) of the 20 to 39 year old labor force during the past decade. There was also a considerable increment (30%) of the elderly labor force 65 and over. In contrast, there has been relatively small growth in the number of teenagers (4%), 50 to 64 year old workers (18%), and there has been even a slight decline -8%) in the 40 to 49 year old group. The last group was born during the Great Depression period in the 1930's.

5. In the next decade (80-90), todays 20 to 39 age group will become the 30 to 49 age group, and it is expected that these Post World War II Baby Boom crops will reach the mature labor force — there will be plenty of them! What it means for our economy is an interesting question.



6. A noticeabe change has also been taking place in the number of the black population. Acording to 1970 U. S. Census, there were 15,000 Blacks and 6,000 Hispanics in the Area. The number of these groups, especially the latter group, increased considerably during the last decade. It is estimated that the black population will reach 20,000, and the hispanics 10,000 by the year 1980. The growth of the hispanic population amounts to approximately 70 percent in a decade.



7. Changes, of course, are not limited to the size and composition of the labor supply, but have also been taking place in the Labor Demand or jobs located in the Stamford Area. Today, there are approximately 100,000 located in the Area. It is expected that it will grow to the level of 120,000 by 1990. From the manpower planning point of view, the most significant change is, however, that most of the job expansion will be in the non-manufacturing sector which will increase from 50,000 in 1970 to 90,000 by 1990. In the meantime, the manufacturing jobs, which fluctuate considerably from year to year, will hold more or less the present size of 30,000. More significantly, it is expected that the number of **production workers** will continue to decline in the years ahead while the greater portion of the manufacturing employment will be in office-type positions.

Occupational Structure

Stamford LMA, 1970 & 1980

	1970	1980	Change
Prof.-Tech.	11,000	16,500	50%
Mgrs-Adm.	9,700	12,200	26%
Clerical	15,200	23,000	52%
Sales	6,300	9,200	46%
Craftsmen	11,800	11,400	— 3%
Operatives	14,700	13,500	— 8%
Service	11,000	14,500	32%
Laborers	3,800	3,500	— 8%

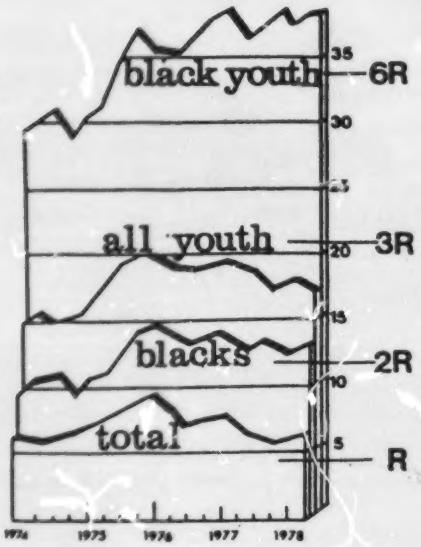
8. It is very difficult to construct the occupational structure of the Stamford Area employment, but best estimates show:

   - Clerical jobs have been and will continue to increase rapidly.
   - Similarly, professional, technical, and sales jobs will greatly expand.
   - Moderate growth will be registered in service, managerial and administrative positions.
   - Craftsmen and operative jobs are likely to experience a slight to moderate decline in the future.

1. Tight labor market with low overall unemployment rate.
2. High unemployment and underemployment rates among the selected groups such as:
   - Youth
   - Female (new entrants & reentrants)
   - Minority (Blacks, Hispanics)
   - Men & Women 45 and Over
   - Entry-level stangnant workers
3. Changing commuting patterns.

9. The changing labor market structure, in terms of the size and composition of the labor supply and demand in the Stamford Area, is manifested in three distinctive phenomena: First, it led to a tight labor market with a low overall unemployment rate.

   In recent years, when the national and Connecticut average unemployment rates were hovering around 6 to 8 percent, the Stamford Area's overall unemployment rates have been 4 to 6 percent.



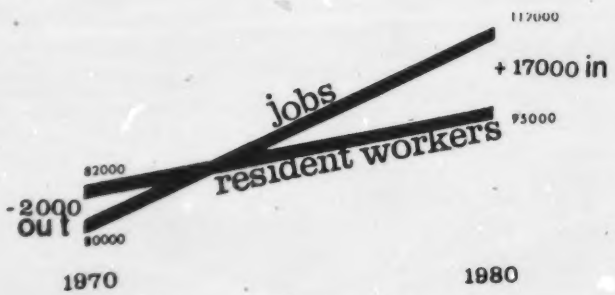
Unemployment Rate

10. The low overall unemployment rate, however, has not helped to lower the unemployment rates of such selected groups as:

    Youth
    Female (new entrants & reentrants)
    Minority (Blacks, Hispanics)
    Men and Women 45 and Over
    Eentry-level stagnant workers

    The unemployment rates of these groups are generally much higher than the overall rate. The Rule of Thum to estimate the unemployment rates of these groups is:

    - Blacks & Hispanics — two times the overall unemployment rate.
    - Teenagers — three times the overall unemployment rate.
    - Black youh — six times the overall rate.



NET COMMUTING

11. Lastly the rapidly expanding number of jobs seems to have transformed the Stamford Area from a net commuting-out to a net community-in area.

    In 1970, it is estimated that approximately 2,000 more workers went out of the area to work elsewhere than came to Stamford to work. By 1980, the situation will be reversed and nearly 17,000 more workers will come to the Stamford Area to work than will go out of the Area to work elsewhere. Watch out for worsening street congestion in the future.

SKILLS IN SHORTAGE

A Survey of Stamford Area Employers

By

H. C. Chung

12. It is difficult to affirm the future direction of our labor market operation purely by statistical estimations. It can be, however, supplemented by a carefully conducted survey of the employers in the area. For this reason, the University of Bridgeport Urban Management Institute undertook a survey of the area's firms in the fall of 1980.

In order to solicit immediate responses from the employers, the survey was structured to invite **opinions** of the employers (mostly company presidents or personnel directors) instead of statistical data. In order to encourage honest reactions, the survey was undertaken on an anonymous basis.

Stamford Employer Survey Respondants

Less than 10 Employees	21%
10 — 49	35%
50 — 249	30%
250 — 499	7%
500 — 999	4%
1000 & Over	3%
Total	100%

13. Although the number of respondants was only 105, they represented 50 percent of the employers hiring 1,000 or more employees (3 firms out of 6) and 33 percent of firms hiring 500-999 employees.

Also, small firms were represented in the survey although they would constitute a very small percentage of such small firms in the area.

Mismatch Problem Exists Now	
Definitely Yes	48%
Probably Yes	36%
No or Don't Know	16%
Total	100%
Mitmatch Problem Will:	
Definitely get worse	34%
Probably get worse	41%
About the sam. as today	9%
Probably get better	6%
Don't Know	10%
Total	100%

Skills in Shortage, 1978

Professional & Technical
- Electronic engineers, technicians, assemblers
- Electrical engineers
- Electro-optical engineers
- Health-medical technicians
- Draftpersons
- Computer programmers
- Systems analysts
- Market researchers
- Microwave technicians

Clerical
- Bi-lingual secretaries
- Legal secretaries
- Insurance secretaries
- Bookkeeping clerks
- (Good) typists
- Transcriptionists
- Tellers
- Vydec operators

Craftmen
- Precision sheet metal mechanics
- Tool die makers
- Model makers

Operatives
- Sewing machine operators
- Truck drivers
- Photo typesetting operators
- (Qualified) Machine operators
- Mechanics
- Roofers and siding installers
- Typesetters
- Pipe fitters

Source: University of Bridgeport Urban Management Institute Survey, 1978.

14. The first question was whether they think that there is a skills-jobs mismatch problem in the Stamford Area.

A "mismatch" is said to exist when there is a large pool of the unemployed in a labor market while at the same time there is also a substantial number of jobs which cannot be filled due to lack of skilled labor force.

The 48 percent of the respondants replied that the mismatch problem definitely exists now; 36 percent, "probably yes"; and 16 percent, "No or don't know".

15. As to the future, the majority or 75 percent of the respondants felt the jobs skills mismatch problem will either "definitely" or "probably" get worse.

16. Among other questions, the most important question was to find out what kind of skills are in shortage and what kind of skills are in surplus.

The types of occupations or skills in which the area firms are experiencing considerable shortages in recent years are shown on the left: White collar skills, professional-technical and clerical skills are in great demand.

In blue-collar skills, craftsmen and operatives for both manufacturing and construction industries are cited frequenty.

It must be stressed that the list does not exhaust the types of skills in which the area firms are experiencing shortage. They reflect only those occupations which were cited by the survey respondants.

Note also that the respondants very frequently prefixed the occupations with "Good" or "qualified". Even in the area of declining production jobs in the manufacturing sector, **skilled** machine operators are in demand.

Skills in Surplus, 1978

Stamford Area

Professional & Technical

Architects
Civil engineers
Biology majors (undergraduate)
Law school graduates
Police officers
Paste-up artists

Managers & Administration

Management trainees
Youth directors
Administrators

Clerical and Sales Workers

Salespersons
Part-time clerk, typists
Mail clerks
Shipping clerks
Receptionists
Clerks and secretaries (poorly trained)

Service Workers and Laborers

General factory workers
Unskilled labor
Machine operators (poorly trained)
General service workers

Source: US Urban Management Institute Survey, 1978.

17. While there are many skills which are in short supply, some skills are considered in surplus. As shown on the left, there are basically four types of surplus labor.

(1) Those who received a high level of vocational or professional training (architects), civil engineers, law school graduates, . . .) but the jobs are relatively scarce;

(2) Those who were educated without specific career goals or vocational training (college graduates without specific work experiences);

(3) Part-time job seekers with marginal clerical or office skills. They usually seek office or sales jobs; and

(4) Unskilled blue-collar workers without both basic education and work training (laborers, service workers).

It is important to note that both clerical and sales workers are listed as in shortage and as well as in surplus. The difference is: the "skilled" clerical workers are in great demand, but the "poorly" trained clerical workers are in surplus.

Performance Level of the Workers Who Occupy the Etnry-Level Positions Evaluated by Employers, Stamford

1978

	Poor	Fair	Good
Math ability	40.0%	31.4%	28.5%
Reading ability	35.6%	27.6%	36.8%
Initiative	33.3%	46.2%	20.5%
Speaking ability	24.0%	41.3%	34.7%
Enthusiasm	23.7%	40.8%	35.7%
Attendance	21.5%	24.1%	54.5%
Punctuality	19.2%	28.2%	52.5%
Dependability	19.0%	29.1%	51.9%
Ability to follow instructions	17.7%	44.3%	38.0%
Ability to learn	14.7%	40.0%	45.4%
Compatibility with co-workers	2.3%	35.1%	62.3%

Jobs-Skills Mismatch problem is essentially a lack-of-skills problem and not a lack-of-jobs problem

Skills to Be Trained For

• Basic Skills in 3Rs	80%*
• Skills in Prof.-Tech. Occup.	34%
• Slerical Occup.	32%
• Managers and Administrators	11%
• Operatives	13%
• Craftsmen	6%
• Salespersons	4%

*Percent of Respondants

18. Another important question was to assess the performance level of the workers who occupy the entry-level positions. Why are they stagnant at the entry-level positions and why can't they move ahead?

The employers feel that the greatest problem lies in the math ability of the workers: 40 percent of respondats think that the workers' math ability is poor. The next poorest ability is in reading: 35.6 percent of respondants rated poorly. Similarly 24 percent of the respondants rated speaking ability as poor. This meant that the entry-level workers' Basic Skills are woefully inadequate according to the area businessmen.

They also rated very poorly for the initiative and enthusiasm of the workers.

19. In conclusion, for the area businessmen, the jobs-skills mitmatch problems is essentially a lack-of-skills problem.

Athough the mismatch problem adversely affects both employers and the unskilled labor force, it is likely that the latter will be hurt more than the former. While the unemployed and the under-employed are geographically and occupationally immobile, the employers can find the needed skills outside the Stamford Area.

20. The last set of questions was designed to identify the type of skills to be trained for. Nearly 80 percent of respondants wrote in "Basic Skills in 3 Rs" as the most important skills to be trained for.

SUMMARY

1. There are jobs-skills mismatch problems in Stamford Area. A "mismatch" is said to exist when there is a large pool of the unemployed in a labor market while at the same time there is also a substantial number of jobs which cannot be filled due to lack of skilled labor force.

   Although an aggregate unemployment rate for the Stamford Area is low, unemployment rates for the particular segments of labor force are very high. At the same time there are various types of jobs which are begging for skills.

2. One of the major causes of the mismatch is the changing labor market structure in the Stamford Area. On the labor demand side, because of the movement of corporate headquarters into the Stamford Area the labor market is rapidly dominated by white-collar jobs. At the same time there has been a dimished supply of jobs in the manufacturing sectors. On the labor supply side, there has been a continual immigration of ethnical minority population with a low-level of educational and skill background. The major portion of these minority groups originated from the City of New York. Thus, the City of New York exported not only the corporate headquarters but also the low-skill labor force into the Stamford Area.

3. The unemployment rate is high among the unskilled and uneducated labor force, but not among those who have the skills. The jobs-skills mismatch problem, therefore, is essentially a lack-of-skills problem and not a lack-of-jobs problem as far as the Stamford Area is concerned.

4. The mismatch problem adversely affects the unskilled labor force more than it hurts the employers. While the unemployed are geographically immobile, the employers can find the needed skills outside the Stamford Area. Prior to 1970, more Stamford resident workers went to work outside the Stamford Area than came to work in Stamford from elsewhere; today, the situation has reversed; there are a considerable net commuters to the Stamford Area.

5. The jobs-skills mismatch problem is basically an unemployment and underemployment problem which afflicts more severely a specific segment of labor force. Four major groups are identified. The relative size of these groups is not yet defined.

   - Unemployed youth
   - Unemployed minority
   - Unemployed men and women 45 and over
   - Entry-level stagnant workers
   - Underemployed female (new entrants and reentrants)
   - Discouraged workers

TOWARD AN ACTION PLAN

(I)

Jobs-Skills Mismatch Problems, Goals and Proposals

By

Charles J. Stokes

University of Bridgeport

Charles Anderson Dana, Professor of Economics

Stamford is a unique place. Its labor market is growing rapidly and its employment level is high. Yet, there is a high persistent level of mismatch. Young people, black and white and Hispanic; women returning to the labor force; men over 45, and blacks generally find that jobs are hard to get, while employers report that they are unable to find qualified people. With unemployment at levels indicating what would normally be called labor shortages, there is nonetheless a palpable unemployment problem. That is what this conference is about.

For almost two years, we of the Urban Management Institute of the University of Bridgeport in cooperation with the Southwestern Area Commerce and Industry Association as well as the Stamford Board of Education have been working on a way to assess and perhaps solve this basic mismatch problem. Indeed, given the size and the flexibility of the Stamford Labor Market, the solution is within reach. I want to thank those many members of the various task forces who have worked selflessly and effectively and without whose dedication, what we have to say and what we accomplish here today would not be possible. Thus far we have come because of them.

Here are the problems we found as we studied the Stamford employment market. First, we found that we did not have adequate measures of just what was going on. Despite good reporting by the Connecticut Department of Labor, there is a general feeling that the numbers are not right. More important, the data now available do not permit a tracking month-to-month changes. We are not in a position to say whether things are improving or getting worse. Most particularly, we need a way of assessing the likely future demands and changes. Thus we do not know the past very well, we cannot describe the present of forecast what is to come. Without information, plans and programs are very difficult to devise.

We found that the Stamford area, in common incidently with much of the nation, has an inefficient employment brokerage and placement function. The state employment office does not fulfill its function here. Job seekers do not know either where to turn or how to present their best face to their potential employers. Job counselling at all levels is relatively out of touch with the realities out there on the street. Though much that is good and useful is being accomplished and indeed, the degree of efficiency overall is relatively high, at the level at which the mismatch occurs, the lack of coordination causes much of what could be done to fall between the stools.

Training resources while plentiful in this area were found to be fragmented without adequate education for key and basic skills. The good needs to be stressed but employers generally found vocational education, and the like less than effective. What needs to be done is to find a way to link the training resources of Stamford and its metro area with the resources and needs of community and the employers.

We know who the unemployed are. We do not know how many others there are who are discouraged and who would be jobseekers if they thought there might be a job available. We also know that there are many, perhaps, too many, people who are in effect stuck at an entry-level job unable to advance. This has the effect of denying jobs to those as yet without a job. Over and over again, we found that relatively small but important changes in job specifications and in career ladders migh be a key way to better this mismatch in Stamford and area.

Frankly, there is still rather more racial and ethnic discrimination than there needs to be. Women, too, find that despite the official attempts to root it out, job opportunities are keyed to males. Part of this effect of discrimination traces back to earlier social attitudes and conditions.

What we need is an action plan for Stamford. That is why we are here today. We want you to help us work out a way of making the Stamford labor market work efficiently for all of its people. There is a quality to Stamford that is appealing. It is that willingness to go to work and to work hard on the problems of the community.

This good attendance this morning bespeaks that willingness. Here rather than anywhere in the nation, a step forward can be taken. That will make Stamford a model for the country. Good wishes and good luck.

Jobs-Skills Mismatch Problems In The Stamford Labor Market Area

1. Inadequate Measurement and Monitoring of Labor Market
   - Not enough information about future job demands
   - Not enough local job market monitoring
2. Inefficient Brokerage and Placement Functions
   - Low employer input to the state job banks
   - Lack of job search skill by individuals
   - Lack of job counsellors' access to job market data
   - Uncoordinated private and public employment services
3. Fragmented Training Resources
   - Inadequate education for basic skills
   - Not enough Vocational Ed., OJT, Work-Studies programs, etc.
   - Inadequate linkage between the training resources of the community and the employers
4. Unemployed and Underemployed
   - Unemployed youth, minority, and men and women 45 and over
   - Entry-level stagnant workers
   - Underemployed female (new entrants and reentrants) and
   - discouraged workers
5. Persistent Trace of Past Discrimination

TOWARD AN ACTION-PLAN

I. Goals (Things to Be Done)

1. Introduce local **job market information** system.
2. Reemphasize **basic skills** education . . . especially in mathematics.
3. Strengthen **career education programs** for non-college bound students. Teach **work ethics.** Establish strong ties with local employers.
4. Coordinate the training and educational programs of State Vocational Eduction and the area high schools.
5. Develop effective guidance programs for the **disadvantaged** and the **handicapped.**
6. Develop more effective occupational training and counselling programs for the **adult female** who wants to enter for the first time or reenter the job market.
7. **Redesign and restructure** jobs so that there are clear linkages between entry-level jobs and the higher-skill jobs to open up career path and mobility to a large segment of entry-level stagnant workers.
8. Strengthen **affirmative action programs.**
9. Reexamine job specifications for requiring unnecessarily high qualifications.
10. Upgrade currently employed workers through in-house or college extension training programs.
11. Establish strong ties between area businesses and the CETA.
12. Substantially improve the area's mass transportation system and the availability of low and moderate rent housing in the area.

II. Alternative Methods

1. **Strengthening the existing organizations** without creating new organizations.
   How can we obtain local job market information?
   How can we adequately coordinate existing organizations?
2. Assigning the role of job market information monitoring and survey as well as the task of coordinating training and placement efforts to an existing community agency such as **CETA, SACIA,** or Southwestern Economic Assistance Corporation.
3. Creating a new coordinating body such as an **Employment Council for Southwestern Connecticut** with memberships of the area employers and the manpower-training and placement resources.

TOWARD AN ACTION PLAN

(II)

Workshop Reports

The Conference participants were divided into four workshop groups. Each group was asked to discuss the following three questions:

1. Which problems are most important?
2. Which of the actions recommended do you see as the most workable solutions?
3. What specifications would you recommend to address the most critical needs?

Group 1. Report

Ellen Jacke, Gordon Goodlett

1. Which problems are most important?

- Inadequate linkages between training, placement institutions, business and sources of information.
- Everyone trying to do a little bit of everything resulting in overlaps and gaps in services (like running a relay race and forgetting to hand the baton to the next runner.)

2. Which of the actions recommended do you see as the most workable solutions?

- Long range solutions (better training for those who will eventually enter the labor market).
- Short range solutions (upgrading the skills of those already in the labor market and giving underqualified workers more of basic skills).
- Curative solutions (basic skills upgrading).
- Preventative solutions (update and improve existing job specs, reexamine and redefine jobs, more communication of information about training programs and job availability, career education.
- Develop resources to help smaller companies with on-the-job training.
- Create a centralized source of information on programs, jobs available and job specifications and sources of funding for jobs programs.
- Strengthen affirmative action.
- Improve access to the labor market via better transportation and the supply of affordable housing.

3. What specific actions would you recommend to address the most critical needs?

- Create an umbrella employment council.
- There is a need for an umbrella agency, but we should be careful about creating new layers of bureaucracy.

- The functions of the umbrella agency should be primarily to setup an information exchange and provide program coordination.
- The umbrella council could start as a seed group coordinating certain activities like the work of job developers and an association of guidance counselors including business people that could exchange ideas and information. Eventually it would expand its functions to take over areas not now covered by CETA's Planning Council.
- Initiative should come from SACIA since it has demonstrated its capability to bring people together through this conference.

Group 2 Report
Dick McKnight, Pobie Johnston

1. **Which problems are most important?**
   - Most of the problems have been identified, no desire to decide on priorities. Every problem mentioned is an important part of the whole.
   - There are many existing groups working on part of the problem.
   - There is not enough information available on what they are doing. Lack of coordination and communication.
2. **Which of the actions recommended do you see as the most workable solutions?**
   - Create a positive image. Change the title of efforts from Jobs Skills Mismatch to Job Match.
   - Government agencies like CETA and the Job Service need to have their images enhanced.
   - Basic education, especially in math needs to be enhanced.
3. **What specific actions would you recommend to address the most critical needs?**
   - There is no need for a new government agency.
   - There is a need for a clearinghouse or funnel through which comprehensive information is available.
   - SACIA is a logical entity to provide clearinghouse linkage.
   - SACIA could coordinate future seminars, workshops such as this one.
   - A "trigger" or referral information center is the form of linkage desired.

Group 3 Report
Louis Hipp, Shirley Haner

1. **Which problems are most important?**
   - The numbers as we presently know them are good enough.
   - The basic problem is one of education. Too many people don't know how to get jobs. Most entry-level workers don't have good basic skills and work habits.
   - Industry is not open enough in communicating its needs, developing career paths and explaining what jobs are all about. There is a lot going on in different organizations. Most of the professionals don't know enough about what the other ones are doing.
   - Workers are often unrealistic about what to expect from a job.
2. **Which of the actions recommended do you see as the most workable solutions?**
   - Re-emphasize basic training.
   - Strengthen career education. Teach work ethic.
   - Coordinate State vocational education and local high school training.
   - Develop more effective guidance programs.
   - Develop more effective occupational training and guidance for the adult female who wants to enter the labor market or re-enter.

- Enhance the ability of workers to assess themselves.

3. **What specific actions would you recommend to address the most critical needs?**
   - An Employment Council for Southwestern Connecticut was most preferred.
   - Break down the walls of business. Show career paths in business.
   - Reduce fears about "big business".
   - An appropriate slogan — "Making room and meeting needs" (a la Fred Allen).
   - Make business and the employee more in tune with reality.
   - Create better awareness of what different groups are doing about the problems. (Co-ordinate and communicate).
   - Stay out of housing and transportation issues.

Group 4 Report
Marion Stalk, John Pierpont

1. **Which problems are most important?**
   - No disagreement with the statement of the problem. No new ones to add to the list.
   - Fragmented training resources was identified as the number one problem.
   - Inefficient brokerage and placement remained in second place with inadequate measurement and monitoring holding third place. Problems 4 and 5 remained as stated.
   - General stress was placed on the need for on-going counselling on basic skills, self motivation, the work ethic, how to look for a job, how to hold a job, how to move up in a job.
   - Some feeling that the stress on a college education was being overdone, not only by educational institutions but by the community at large contributing, in part to a negative attitude toward many of the jobs that go unfilled.
   - Serious questions raised about the State Job Service and the quality of their service. Job information in the data bank not current or relevant. Many referrals not the bit qualified. (quotas vs. competence.)
   - CETA and Community Outreach organizations tend to shift blame from selves to companies or other organizations.
   - Past discrimination pervasive still.

2. **Which of the actions recommended do you see as the most workable solutions?**
   - Top billing was given to strengthening career education programs for college and non-college bound youth.
   - Strengthening basic skills education remained in second place.
   - Continue to strengthen ties between area businesses and CETA along with other community outreach organizations.
   - There appears to be a conflict (perhaps missing link is the right word) between employers desirous of implementing affirmative action programs and the availability of people with skills required to fill jobs. Further exploration of on-the-job training was a suggestion to relieve this problem.
   - Many good training programs are underway. Some are having difficulty getting funded in a timely way by the State. It would be desirable therefore, to increase the rate of response in funding by State agencies of action plans for broader career training.

3. **What specific actions would you recommend to address the most critical solutions?**
   - Present problems are a result of many prior years of evolution; and best we can achieve at the present is some kind of catch-up job. But we must work on preventing future problems.
   - No desire for any additional organizations was expressed. Strengthening existing organizations seemed to be the preferred route.
   - No single answer came forth as to who would provide the leadership. Mention was

made of CETA's PIC and its Manpower Planning Council.

- Some people privately indicated that this kind of dialogue should continue, and that much more information on manpower should be expected from SACIA by its members.
- Mrs. Stalk personally observed that there is a continued need for meaningful communication between all involved in dealing with human resources and that there is a world of difference in the knowledge possessed by those who have been on the scene for some time vs. those who haven't

CONCLUSIONS

At the end of the conference all participants were requested to answer the question: What is your priority recommendation for follow-up action? The following are the summary of the answers provided by the conference participants, and presented in the form of conclusions.

Methods

a. Create a follow-up task force to implement recommendations from today's session.—(10)

b. Form a broadly representative group to coordinate existing resources. — (6)

c. Form an umbrella Employment Council. — (7)

d. Set up a clearinghouse function to disseminate information on programs, labor market statistics and publicity on issues and recommendations. — (7)

e. Conduct more conferences and seminars to provide information on existing programs and peer group dialogues on important needs and problems. — (3)

f. Make most use of existing agencies. — (1)

g. Send out a list of names and addresses of attendees to allow for interaction and follow-up. — (2)

Goals

a. More coordination between training resources and business. — (4)

b. Development of training programs that will more accurately address skill needs. — (3)

c. Better orientation of counselling toward the needs of business. — (2)

d. More in-house training by business. — (2)

e. Re-evaluation of job specifications and better matching of job aspirations of job seekers with expectations of employers. — (2)

f. A more accurate assessment of intake procedures. — (1)

g. Prepare a more definitive purpose for this project; what has to be done and

h. No comment. — (2)

* Number of respondants are shown in ( ).

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Mr. G. Goodlet, SACIA
Norma Brewer, UB (Conti. Ed.)

TASK FORCE No. 2

Dr. H. C. Chung, UB
Dr. Kenneth Fish, Stamford (B.O.E.)
C. Peschke, Stamford (B.O.E.)
Ellen Gordon, UB (Cont. Ed.)
or Dr. K. Bird, UB (Cont. Ed.)

TASK FORCE No. 3

Dr. N. Specter, UB
Marion Stalk, SACIA
Karen Joelson, UB (Cont. Ed.)

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Louis Hipp, Hipp Water Associates, 64 Greenwich Avenue, Greenwich, Ct. 06830
Nancy Horowitz, CETA, 20 Summer Street, Stamford, Ct. 06901
Irene Infantas, Spanish Int'l Center, 137 Henry Street, Stamford, Ct. 06902
Ellen Jacke, Potentials Unlimited, 248 Main Street, Danbury, Ct. 06810
Richard John, Consolidated Diesel Electric, 1700 Post Road, Old Greenwich, Ct. 06870
Fran Johnson, Olin Corporation, 120 Long Ridge Road, Stamford, Ct. 06904
Douglas King, Champion International Corp., 1 Landmark Square, Stamford, Ct. 06901
Leigh Kramer, Kelly Services, 1234 Summer Street, Stamford, Ct. 06905
Joseph Karpowich, Norwalk Comm. College, 333 Wilson Avenue, Norwalk, Ct. 06854
Al Kraus, New Canaan High, New Canaan Avenue, New Canaan, Ct. 06840
Marty Levenson, Kelly Services, 1234 Wilson Avenue, Norwalk, Ct. 06854
Arnold B. Lewis, Lewis Personnel, Inc., 459 Summer Street, Stamford, Ct. 06901
N. H. Magida, Thermosen, Inc., 375 Fairfield Avenue, Stamford, Ct. 06904
Grace Maiola, Pitnew Bowes, Walter Wheeler Drive, Stamford, Ct. 06904
Anthony Masso, Stamford Labor Council, 66 Middlesex Road, Darien, Ct. 06820
Michael McDonald, Clairol, 1 Blachley Road, Stamford, Ct. 06902
Jeanne McGinnis, CBS Publications, 1 Fawcett Place, Greenwich, Ct. 06830
Richard McKnight, Manpower, Inc., 625 Bedford Street, Stamford, Ct. 06901

Make McRae, CETA, 20 Summer Street, Stamford, Ct. 06901
P. W. Meyer, Thermosen, Inc., 375 Fairfield Avenue, Stamford, Ct. 06904
Israel Mont, Spanish Int'l Center, 137 Henry Street, Stamford, Ct. 06902
Ken Moore, Champion International Corp., 1 Landmark Square, Stamford, Ct. 06901
William Moore, Union Trust, 300 Main Street, Stamford, Ct. 06901
Marvin Nathan, Youth Adult Council, 90 Post Road East, Westport, Ct. 06880
Peter Newsham, Pitney Bowes, Walter Wheeler Drive, Stamford, Ct. 06904
Betty Nichols, Union Trust, 300 Main Street, Stamford, Ct. 06902
Peter O'Hara, Dean, Norwalk Community College, 333 Wilson Avenue, Norwalk Ct. 06954
Jurlie Ordan, Staff Builders, 1200 Summer Street, Stamford, Ct. 06905
David Radlie, Pitney Bowes, Walter Wheeler Drive, Stamford, Ct. 06904
John Raglan, Western Connecticut State College, 181 White Street, Danbury, Ct. 06810
Dr. Thomas Reardon, Stamford Public Schools, 195 Hillendale Avenue, Stamford, Ct. 06902
Tessa Reid, Meridian House, 710 Long Ridge Road, Stamford, Ct. 06902
Jean Renjilian, Potentials Unlimited, 348 Main Street, Danbury, Ct. 06810
Gilbert D. Rozier, Urban League of S. W. Connecticut, 36 Atlantic Street, Stamford, Ct. 06902
Veera Sanjana, Perkin Elmer, Main Avenue, Norwalk, Ct. 06856
Paul Sapchak, University of Bridgeport, Park Avenue, Bridgeport, Ct. 06602
Connie Scanley, Pitney Bower, Walter Wheeler Drive, Stamford, Ct. 06904
Elizabeth Schmitt, State Labor Dept., P.O. Box 2219, 165 Capitol Avenue, Hartford, Ct. 06115
Dr. Brian Schwartz, Perspectives, 12 Havemeyer Lane, Greenwich, Ct. 06830
Karen Silvernail, Bridgeport Employment Service, 181 Middle Street, Bridgeport, Ct. 06605
Bernice Singer, YWCA, 909 Washington Blvd., Stamford, Ct. 06901
Paul Soos, Door-Oliver, Inc., 77 Havemeyer Lane, Stamford, Ct. 06904
John Sponza, Sponza Associates, 3 Belden Avenue, Norwalk, Ct. 06850
Craig Stalk, Cober Electric, Inc., 7 Gleason Avenue, Stamford, Ct.
Marion Stalk, J/M Stalk Associates, 7 Lyman Court, Stamford, Ct. 06903
Mark Sternlicht, Wonder Corporation, 24 Harborview Avenue, Stamford, Ct. 06902
Christine Stiassni, Museum of Art, Science and Industry, 4450 Park Avenue, Bridgeport, Ct. 06604
Dorothy Silberman, Easter Seal Rehabilitation Center, 26 Palmer's Hill Road, Stamford, Ct. 06902
Rosella Tamberlane, Singer Company, 30 Rockefeller Plaza, New York, N.Y. 10020
Anthony Tomanio, United Way of Stamford, 62 Palmer's Hill Road, Stamford, Ct. 06902
Melba Trader, GTE Service Corporation, 1 Stamford Forum, Stamford, Ct. 06901
Marilyn Tromer, Coats & Clark, Box 72, Cummings Point Road, Stamford, Ct. 06902
Octoria Walden, CETA, 20 Summer Street, Stamford, Ct. 06901
Peter Walker, CBT Company, CBT Plaza, Darien, Ct. 06820
Claude Webb, Labor Department, 20 Summer Street, Stamford, Ct. 06901
Marianne Wentworth, AVCO Corporation, 1275 King Street, Greenwich, Ct. 06830
Kurt Zimbler, CETA, 20 Summer Street, Stamford, Ct. 06901